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27 JUN 1980

MEMORANDUM FOR: Director of Logistics
ATTENTION: Chief, Personnel and Training Staff, OL
FROM:
Chief, Logistics Services Division, OL
SUBJECT: Staffing of the Mail and Courier Branch

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Mr. McDonald,

1. The following is provided for your information with respect to the staffing problems in the Mail and Courier Branch (M&CB).

a. In September 1977, fifteen additional courier positions were requested in order that we be in compliance with the provisions of which requires that codeword and/or top secret material be transported/accompanied by two persons. Positions were requested as follows: Seven — one for NPIC; three for 24 hour cable shift; one for

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b. Since the approval was received to exceed our ceiling by fifteen positions, the M&CB has received the following additional requirements —

DATEREQUESTORREQUIREMENT

28 June 1977

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SUBJECT: Staffing of the Mail and Courier Branch

f. We continue to make periodic reviews of requirements and make consolidations wherever possible. However, where some areas may appear to be vulnerable, either executive interest or insistence on maintaining the current level of service has precluded us from taking action.

2. Some of the information contained herein may be difficult to follow for anyone not working with the problem on a day-to-day basis. For instance, specials are discussed a number of times and could lead one to draw the conclusion that we have requested too many positions for specials. However, the specials mentioned in paragraph 1(a) were absorbed in order to respond to the additional requirements discussed in paragraph 1(b). Hence, the comment in paragraph 1(d) with respect to specials. I will be glad to discuss this memorandum with you and/or the C/P&TS/OL.



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ODP 81-136
30 January 1981

MEMORANDUM FOR: Chief, Management Staff, DDA

FROM: Bruce T. Johnson
Director of Data Processing

SUBJECT: Impact of Hiring Freeze on MZ Career Service

Attached is a staff study of the impact of an extended (at least one year) hiring freeze on the MZ Career Service. The study concludes that such a freeze will delay the IOC of SAFE, cause ODP to use increased overtime for data transcription and computer operations, reduce the number of rotational positions ODP can fill, and result in increased backlogs of computer applications to be developed. The study recommends that ODP and the MZ Career Sub-Group be exempted from the hiring freeze.


Bruce T. Johnson

Att: a/s

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PROBLEM

1. Can the Office of Data Processing (ODP) continue to function effectively during a continued hiring freeze?

FACTORS BEARING ON THE PROBLEM

2. Facts:

a. ODP operates one of the most sophisticated computer networks in the federal government with a highly trained staff of data processing professional, technical, and clerical employees.

b. ODP has an authorized office strength of [] full-time staff employees with a current on-duty strength of []

c. ODP also has approximately [] part-time contract (mostly clerical) employees authorized, with a current on-duty strength of [] part-time employees and 23 college student-trainees (about 1/2 working, the rest in school).

d. The MZ Career Sub-Group also staffs 30 data processing positions outside of ODP, bringing the total number of positions to be filled by MZ careerists to [] The current strength of the MZ Career Sub-Group is []

e. OPPPM records the MZ Career Sub-Group losses for FY-80 as 15 professionals, 7 technicals, and 5 clericals. This was offset by gains of 18 professionals, 2 technicals, and 9 clericals for a net gain of 2.

f. OPPPM records the MZ Career Sub-Group EOD's for FY 1978-80 as 29 professionals, 5 technicals, and 10 clericals, bringing the MZ on-duty strength up from [] the close of FY-77 [] at the close of FY-80, a gain of 11.

g. The demand for data processing personnel has never been greater, both in and outside the government, nor has the demand for the development of computer applications and services. Within ODP this has been evidenced by the addition in CY-80 of 12 rotational positions for the MZ to fill and an Applications development backlog of 130 workyears.

h. For the SAFE System (which is to provide direct, interactive computer support to intelligence analysts) to meet an initial operating capability (IOC) in December 1982, at least 10 trained and experienced computer operators will be needed to man the SAFE Center. Since testing begins earlier that year, recruitment for these operators must begin now if clearance and training are to be accomplished.

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i. The current program throughout the Agency, particularly in the DDA administrative functions, to respond to increased demands for services without increasing the work force or budget, relies heavily on automation and computer services.

j. Recent labor force studies indicate that data processing personnel, especially professionals, are in short supply, resulting in fierce industry competition for highly skilled personnel. One estimate is that there is less than one programmer for each computer currently in service.

k. A major source of entry level data processing professionals for ODP is college student-trainees who convert to staff employees after graduation. Of the 23 student-trainees currently under contract, 3 EOD in CY-77, 2 in CY-78, 7 in CY-79, 8 in CY-80, and 3 in CY-81. During CY-80, 5 student-trainees were converted to staff employees and ODP plans to convert a like number in 1981.

3. Assumptions:

a. The demand for data processing personnel will continue to grow but the supply will not increase to meet the increased demand. Therefore, competition for highly qualified data processing personnel will become more difficult, even under normal recruiting conditions.

b. A continued hiring freeze in the federal government will be interpreted by highly mobile data processing personnel as a lack of career potential in the federal government. Inability to hire results in inhibitions on movement of personnel into new positions within the Agency where professional challenge is perceived to be greater. Therefore, highly skilled government data processing personnel will be tempted to leave the government to seek opportunity. Attrition rates will rise.

c. The demand for data processing personnel and services will continue to grow in the Agency. Host components will continue to ask ODP to provide computer-trained personnel to fill new positions established to bring data processing skills closer to users.

DISCUSSION

4. The CIA has become so heavily dependent upon its computers to carry out essential intelligence collection, analysis, and production activities, as well as administrative functions, that the CIA Executive Committee reviews and approves the allocation of this critical resource among competing Agency requirements. Even in this well managed environment, legitimate demands for computer services and personnel continues to grow in the Agency.

5. To meet the demand for services, ODP management in recent years has developed an aggressive recruiting and career development program to supply the Agency with exceptionally well qualified data processing personnel. This program depends upon four major sources of data processing personnel:

a. Student-trainees who convert to professional staff after graduation.

b. Experienced senior data processing professionals to staff major new programs like SAFE and to replace senior professionals who fill new rotational positions.

c. Part-time clerical and technical data processing personnel to supplement full-time computer operations and support personnel, and to convert to full-time staff replacements for losses.

d. Full- and part-time data transcribers to enter critical time-sensitive data and to replace transcribers who move to other positions in the Agency.

6. Normal annual losses for the MZ during the past 3 years have been 16 professionals, 7 technicians, and 7 clericals. This is an attrition rate of 7.5%, which means that current attrition in Agency data processing personnel, especially professionals, is low compared to industry standards. This is due mainly to the challenging nature of the Agency's data processing applications and the sophisticated and highly advanced network of computers available to Agency personnel. No one can predict with great accuracy what impact a continued hiring freeze will have on this attrition rate. But since 89 MZ employees have less than 3 years Agency service, Agency and federal policies which they perceive to have adverse impact on their career opportunities may prompt them to leave the federal service.

7. An examination of the MZ Career Sub-Group's gains and losses in recent years (see Facts) indicate that approximately 4 employees must be entered on duty to result in a net strength gain of 1. Since ODP is currently 5 under strength, approximately 20 MZ employees must EOD for ODP to reach full strength by year end.

8. ODP's greatest need for personnel recruitment during the coming year, assuming no losses, will be data transcribers and computer operators. Failure to EOD this category of employees means that ODP will have to increase the use of overtime in the short term to provide essential data processing services, and that in the long term ODP will not be able to man the SAFE Center at IOC.

9. The use of contractor personnel to offset personnel losses does not appear to be a reasonable alternative because of the uncertainty in predicting where the losses will occur and how long the freeze may last. If we knew with certainty the category and degree of data processing service that would be needed over the next 2 to 4 years because of unmitigated personnel losses resulting from the freeze, the normal contracting lead time coupled with the normal lead time for contractor personnel security clearances would prevent the Agency from compensating for the losses in less than 2 years.

CONCLUSION

10. A hiring freeze on MZ personnel that lasts for one year will have the following effects on the Agency;

a. A delay in SAFE IOC because of a lack of trained computer operators.

b. A probable loss of 30 or more MZ personnel which will in turn result in:

1) A dramatic increase in overtime to provide data transcription and computer operations services to support critical financial activities.

2) A reduction in capacity to fill MZ rotational positions.

3) An increase in the number of backlogged Applications work requests.

ACTION RECOMMENDED

11. Exempt data processing personnel from the application of the hiring freeze in the Agency to avoid disruption and delays in central data processing services essential to the mission of the Agency.

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81-1103

DD/A Registry

81-0184

27 JAN 1981

MEMORANDUM FOR: Acting Deputy Director for Administration ✓
Director, National Foreign Assessment Center
Deputy Director for Operations
Deputy Director for Science and Technology
Administrative Officer, DCI

FROM : Maurice Lipton
Comptroller

SUBJECT : Federal Civilian Hiring Freeze and Fiscal Year 1981
Travel Reduction

1. OMB issued bulletins on the hiring freeze and travel limitations last Saturday. They are attached for your information. Harry Fitzwater will provide further information on the hiring freeze, its potential impact on the Agency, and our appeal strategy at the 29 January Comptroller's Meeting. My staff will provide equivalent information on the limitation on travel.

2. Further, we anticipate providing additional information for your staffs next week.

3. A third OMB bulletin on reductions in FY 1981 Consulting and Related Services does not apply to CIA.



Maurice Lipton

Attachments:
As Stated

*Bulletins on Travel
FY 81
filed in 'Travel + Transportation' file*

STA



EXECUTIVE OFFICE OF THE PRESIDENT
OFFICE OF MANAGEMENT AND BUDGET
WASHINGTON, D.C. 20503

Bulletin No. 81-6

January 24, 1981

TO THE HEADS OF EXECUTIVE DEPARTMENTS AND ESTABLISHMENTS

SUBJECT: Federal Civilian Hiring Freeze

1. Purpose. This Bulletin provides for an immediate and total freeze on the hiring of Federal civilian personnel as directed by the President on January 20, 1981. Instructions are also provided for appeals in a very limited number of situations where exceptions may be warranted.

2. Rescission. OMB Bulletin No. 80-7, dated March 17, 1980, is hereby rescinded, together with any exemptions granted under its provisions.

3. Authority and background. The Budget and Accounting Act of 1921, as amended. The President has directed that a total freeze be placed on the hiring of Federal civilian employees in the Executive Branch. This Bulletin outlines the steps that will be taken to carry out this directive.

4. Coverage. These instructions apply to all Executive Branch departments and establishments.

5. Policy. It is the policy of this Administration that the overall size of the Federal civilian workforce shall be reduced as expeditiously as possible. Toward that end, Executive Branch departments and establishments are directed to stop immediately all hiring.

Except for the exemptions listed below, this hiring limitation applies to all departments and establishments and to all types of appointments, temporary as well as permanent.

Contracting with firms and institutions outside the Government will not be used to alleviate or circumvent the effect of this hiring freeze.

6. Exemptions. The following exemptions to the hiring freeze are permitted:

- a. upon determination by the agency head that hiring is necessitated by emergency situations involving directly the safety of human life or the protection of property. The determination must be based upon a clear indication that human safety could be affected directly or that property could be damaged. Such a determination may be applied in situations where medical, hospital, or other health care is furnished directly and where protection of property or persons is the primary purpose of employment. Air safety functions are also included. This exception does not apply to employment involving research, or other activities that ultimately affect human safety. It also does not apply to employment for maintenance of facilities or land and forest management.

An agency head who determines that this exemption is applicable must immediately notify the Director of OMB in writing that the exemption is being used and state the reasons therefor as well as the number of positions involved. The Director of OMB may overturn the exemption, if, in his view, it is not warranted.

- b. the filling of positions under programs that are presently exempt from employment ceilings.
- c. hiring in accordance with firm written commitments made on or before November 5, 1980, by agency personnel officers.
- d. hiring by the U.S. Postal Service.
- e. reassignments of personnel within an agency.
- f. appointments to Executive Level positions and noncareer appointments in the Senior Executive Service.
- g. appointments to Schedule C positions. In filling these positions, the number of such appointments may not exceed the number of Schedule C positions existing in each agency as of November 5, 1980.
- h. shifting of employees from one agency to another because of a transfer of functions resulting from Presidential reorganization or legislative action.
- i. hiring by Executive Branch agencies whose on-board total employment as of December 31, 1980, was less than 100. (Hiring by such agencies will not exceed the number of vacancies that occur after December 31, 1980.)

- j. seasonal hiring of temporary employees consistent with historical hiring patterns may be continued, provided that the agency informs OMB in writing in advance of its hiring plans. Such hiring of temporary employees may not be used as a means to circumvent this Bulletin.
- k. to facilitate the transition, a limited number of noncareer positions may be established for up to 120 days.
- l. hiring for positions in the Executive Office of the President that are necessary for an orderly transition and operation of the new Administration.

7. Appeals. Additional exemptions may be granted in a very limited number of cases if a determination is made by the Director of the Office of Management and Budget that such action is necessary to assure that essential services are provided, fundamental needs are met, and applicable provisions of law are carried out. When an agency head believes that circumstances warrant an exemption, other than those automatically permitted under section 6 of this Bulletin, an appeal must be made by letter, addressed to the Director of the Office of Management and Budget and signed by the agency head. The need for additional personnel must be fully justified, including an explanation as to why reallocation within the agency is not feasible.

8. Use of savings. Dollar savings generated from personnel reductions may be applied to other approved program activities within the same appropriation in the following order of priority:

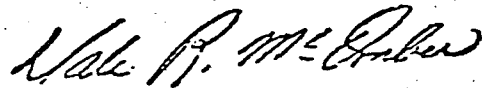
- a. to offset the need for mandatory program supplemental appropriations or amendments that could otherwise be submitted to the Congress under the provisions of the Antideficiency Act (31 U.S.C. 665(e)).
- b. to reduce the 1981 pay supplemental transmitted with the 1982 Budget.

However, where personnel reductions result in withholding of appropriations from obligation, the reporting requirements prescribed by the Impoundment Control Act of 1974 apply, as set forth in OMB Circular No. A-34 and OMB Bulletin No. 75-15. In such cases, rescission proposals or deferral reports will be prepared and submitted to OMB for inclusion in a special message on rescissions and deferrals.

9. Revised 1982 Budget. The personnel reduction will be a part of the Administration's revised 1982 Budget. Further instructions will be provided in a later bulletin that will address budget revision procedures.

10. Effective dates. The instructions in this Bulletin are effective immediately and will remain in effect until further notice.

11. Inquiries. Questions regarding the instructions in this Bulletin will be addressed to the OMB representatives in charge of the agency's budget estimates.



Dale R. McOmber
Acting Director

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PAGE 01 OF 02 STATE 029656
ORIGIN MMO-01

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STATE 029656

INFO	OCT-08	ADS-08	AID-07	EUR-12	SS-15	AF-10	COMP-01
	EA-12	ICA-15	IO-15	NEA-07	ARA-16	SY-05	<u>MED-07</u>
	L-03	PER-05	CCO-08	CA-01	SIG-03	A-02	SP-02
	OC-06	/145 R					

DRAFTED BY M/MO: KSHIRLEY:RCB
APPROVED BY M: RHMILLER
M/MO: DCLEIDEL - EUR/EX; DMOUNT
M/DG: CLAUDEDALE - AF/EX: JBRYANT
M/COMP: LJURVIS - IO/EX: RHENNES
USICA: SSILVERMAN - A: JHERERMAN
L: KMALHBORG
ARA/EX: JWEINER
NEA/EX: ROEASON
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UNCLAS STATE 029656

NESCO, IAEA, FODAG

E.O. 12065: N/A

TAGS: AFSP

SUBJECT: HIRING FREEZE
REF: (A) STATE 20335, (B) STATE 22963

1. AS REF A INDICATES, IN ORDER TO REDUCE THE FEDERAL CIVILIAN WORK FORCE AS EXPEDITIOUSLY AS POSSIBLE, A HIRING FREEZE HAS BEEN IMPOSED ON FEDERAL CIVILIAN EMPLOYMENT AFFECTING ALL TYPES OF EMPLOYMENT, BOTH DOMESTIC AND OVERSEAS, PERMANENT, TEMPORARY AND PART-TIME, WITH CERTAIN STATED EXEMPTIONS. THE EXEMPTIONS WHICH HAVE THE GREATEST IMMEDIATE IMPACT ON OVERSEAS POSTS ARE THOSE FOR EMPLOYEES WHO PERFORM EMERGENCY FUNCTIONS INVOLVING THE PROTECTION OF LIFE AND PROPERTY AND THOSE CATEGORIES OF SEASONAL EMPLOYEES WE HAVE HIRED IN THE PAST.

2. THE SECRETARY, UNDER THE AUTHORITY PROVIDED TO HIM BY THE OMB BULLETIN (REF A), HAS DETERMINED THAT THE DEPARTMENT WILL CONTINUE TO HIRE EMPLOYEES IN THE FOLLOWING CATEGORIES: MEDICAL PERSONNEL, WHO CARRY OUT WORLDWIDE MEDICAL PROGRAMS FOR EMPLOYEES AND DEPENDENTS; SECURITY PERSONNEL, WHO PROTECT LIVES, PROPERTY AND CLASSIFIED INFORMATION; PERSONNEL WHO SUPPORT THE PROGRAM WHICH PROTECTS THE LIVES AND SAFETY OF REFUGEES; CONSULAR

PERSONNEL, WHO PROVIDE SERVICES TO US CITIZENS INVOLVING THEIR HEALTH, SAFETY AND WELFARE SUCH AS THE PROVISION OF PASSPORTS AND ASSISTANCE TO THOSE IN DISTRESS; AND COMMUNICATIONS PERSONNEL, WHO DESIGN, OPERATE, AND MAINTAIN THE CRYPTOGRAPHIC, TELEPHONE, RADIO, AND COURIER SYSTEMS THAT LINK THE DEPARTMENT AND OUR OVERSEAS MISSIONS.

3. POSTS MAY THEREFORE CONTINUE TO HIRE PERSONNEL, AS ABSOLUTELY NECESSARY, WHO ARE CLEARLY IN THE EXEMPTED CATEGORIES. THIS MEANS THAT FOREIGN SERVICE NATIONAL EMPLOYEES WHOSE PRINCIPAL FUNCTION IS MEDICAL, SECURITY, PROTECTION AND WELFARE FOR AMERICAN CITIZENS, REFUGEE ASSISTANCE, AND COMMUNICATIONS MAY BE HIRED. US CITIZENS WHO OTHERWISE QUALIFY FOR HIRING OVERSEAS AND WHOSE PRINCIPAL FUNCTION IS IN THE EXEMPTED CATEGORIES MAY ALSO

CONTINUE TO BE HIRED. SEASONAL HIRING OF TEMPORARY EMPLOYEES CONSISTENT WITH HISTORIC HIRING PATTERNS--SUCH AS SUMMER CONSULAR PITS--MAY BE HIRED BUT ONLY IF IT CONTINUES A PATTERN FOLLOWED IN THE PAST BY YOUR POST. POTENTIAL EMPLOYEES--INCLUDING PITS--WHO DO NOT CLEARLY FALL INTO THE EXEMPTED CATEGORIES MAY NOT REPEAT NOT BE HIRED FOR THE DURATION OF THE FREEZE.

4. BEGINNING FEBRUARY 15, 1981, POSTS SHOULD SUBMIT SEMI-MONTHLY REPORTS COVERING HIRING THROUGH THE 15TH AND THROUGH THE LAST DAY OF EACH MONTH TO BUREAU EXECUTIVE DIRECTORS. REPORTS SHOULD BE SUBMITTED BY TELEGRAM NO LATER THAN 3 WORKING DAYS AFTER THE END OF THE REPORTING PERIOD. FOR EACH EMPLOYEE HIRED, REPORTS SHOULD STATE THE EXEMPTED CATEGORY, THE POSITION TITLE, THE SECTION AND SUB-UNIT OF SECTION, WHETHER FSN OR US CITIZEN, AND WHETHER PART-TIME OR FULL TIME. THE MID-FEBRUARY REPORT SHOULD COVER JANUARY 20-FEBRUARY 15 PERIOD.

5. AS FOR PAST COMMITMENTS AND HIRING, THE FREEZE FORBIDS THE HIRING OF EMPLOYEES (IN OTHER THAN THE EXEMPT CATEGORIES ABOVE) UNLESS A FIRM WRITTEN COMMITMENT WAS MADE BY AN AUTHORIZED PERSONNEL OFFICER ON OR BEFORE NOVEMBER 5, 1980. PERSONNEL ACTUALLY HIRED, I.E., WHO ENTERED ON DUTY BETWEEN NOVEMBER 5, 1980 AND JAN. 20, 1981, ARE NOT AFFECTED BY THE FREEZE. POTENTIAL EMPLOYEES WHO HAVE FIRM WRITTEN COMMITMENTS MADE BY AN AUTHORIZED PERSONNEL OFFICER ON OR BEFORE NOVEMBER 5, 1980, ARE NOT AFFECTED BY THE FREEZE. POTENTIAL EMPLOYEES WHO HAVE FIRM WRITTEN COMMITMENTS MADE BY AN AUTHORIZED PERSONNEL OFFICER BETWEEN NOVEMBER 5, 1980 AND JANUARY 20, 1981, BUT WHO HAVE NOT YET BEEN ACTUALLY HIRED, MAY BE UNAFFECTED BY THE FREEZE ONLY IF THEY MEET

CERTAIN CRITERIA, OUTLINED IN PARAGRAPH 6.

6. IN VIEW OF THE HARDSHIPS IMPOSED ON SOME PROSPECTIVE EMPLOYEES, OMB HAS AGREED TO REVIEW A LIMITED NUMBER OF CASES PROVIDED THAT THE HEAD OF THE AGENCY SO RECOMMENDS AND PROVIDED THAT THE CASE MEETS ALL REPEAT ALL OF THE FOLLOWING CRITERIA:

-- A DEFINITE, WRITTEN OFFER OF EMPLOYMENT MUST HAVE BEEN MADE BY A DULY AUTHORIZED PERSONNEL OFFICER BETWEEN NOVEMBER 5, 1980, AND JANUARY 20, 1981;

-- NOT BEING HIRED WILL RESULT IN DEMONSTRABLE, SEVERE AND IRREPARABLE FINANCIAL LOSS (THE FINANCIAL CONDITION OF THE CANDIDATE AND THE NATURE OF THE PROSPECTIVE JOB AND SALARY SHOULD BE TAKEN INTO ACCOUNT IN ASSESSING THE SEVERITY OF THE FINANCIAL LOSS);

-- THE INDIVIDUAL INVOLVED WAS PRUDENT IN HIS OR HER ACTIONS (FOR EXAMPLE, IN TERMS OF TIMING OF SEVERING OTHERS EMPLOYMENT OR TAKING ON NEW FINANCIAL COMMITMENTS IN ANTICIPATION OF A NEW JOB);

-- THE ACTIONS OF THE AGENCY AND THE INDIVIDUAL WERE PRUDENT IN LIGHT OF GENERAL PUBLIC KNOWLEDGE THAT A FREEZE WOULD BE APPLIED; AND

-- EXCEPT FOR THE HIRING FREEZE, THE PROSPECTIVE EMPLOYEE WOULD HAVE BEEN EMPLOYED IN THE POSITION OFFERED. SHOULD POSTS HAVE ANY CASES WHICH MEET ALL OF THESE CRITERIA, THEY SHOULD BE SUBMITTED ASAP TO BUREAU EXECUTIVE DIRECTORS (OR USICA/MGT/C, AS APPROPRIATE) WITH ALL OF THE FOLLOWING INFORMATION: NAME OF PROSPECTIVE EMPLOYEE; POSITION, GRADE, AND NATURE OF PROSPECTIVE APPOINTMENT; ORGANIZATION DESIGNATION AND LOCATION OF PROSPECTIVE WORK PLACE; NAME, TITLE, AND OFFICE TELEPHONE NUMBER OF PERSONNEL OFFICER WHO SIGNED THE COMMITMENT LETTER; NAME, TITLE AND OFFICE TELEPHONE NUMBER OF PERSON WHO DIRECTED

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TELEGRAM

PAGE 02 OF 02 STATE 029655

THAT THE COMMITMENT LETTER BE ISSUED; ANY OTHER PERTINENT INFORMATION RELATING TO THE JOB OFFER (E.G., IN ACCORD WITH THE ONE FOR TWO HIRING LIMITATION); AND CIRCUMSTANCES LEADING TO THE VIEW THAT A SERIOUS HARDSHIP EXISTS UNDER THE CONDITIONS OUTLINED ABOVE.

7. IN THE US, AN OFFER OF AN APPOINTMENT IN THE GOVERNMENT IS NOT A CONTRACTUAL OBLIGATION, AND THUS THE GOVERNMENT

CAN LEGALLY WITHDRAW THE OFFER. IF THE LOCAL LABOR LAW IN YOUR COUNTRY TREATS THIS SUBJECT DIFFERENTLY AND YOU HAVE ANY CASES IN WHICH A PREVIOUS OFFER WAS MADE WHICH CONSTITUTES A CONTRACTUAL OBLIGATION UNDER LOCAL LAW, PLEASE REPORT THESE CASES, PROVIDING ADDITIONAL DETAILS REQUESTED UNDER PARAGRAPH 6. POSTS SHOULD ALSO PROMPTLY REPORT, AS PROVIDED IN 2 FAM 284, LAWSUITS FILED OR THREATENED BY PERSONS OFFERED EMPLOYMENT BUT NOT HIRED BECAUSE OF THE FREEZE. HAIG

DD/A 81-0194

29 JAN 1981

DD/A REGISTRY

FILE: Personnel-14

MEMORANDUM FOR: Deputy Director of Central Intelligence

VIA: Personnel Management Evaluation Staff,
Office of Personnel Policy, Planning, and
Management

FROM: William N. Hart
Acting Deputy Director for Administration

SUBJECT: FY 1980 Annual Personnel Report

REFERENCE: Memorandum for Multiple Addressees (PERS 80-4045);
From Director of Personnel Policy, Planning,
and Management; Dated 29 December 1980; Same
Subject

1. The attached analysis reflects an overall healthy, dynamic and efficient career service which has weathered well the changes of the past five years. This analysis reveals a number of positive and negative trends. On the positive side, we have experienced marked improvement in affirmative action. Fiscal-year comparison of on-duty strength, hiring, conversions, and promotions indicate great strides in this area. We have a healthy overall promotion rate of 36%. Resignations are down as are low-performance counseling cases.

2. Lest we be too elated with our pluses, there are some significant minuses. Leading the list is our ever-widening gap between ceiling and personnel. The present hiring freeze will further aggravate this problem. Retirements, especially at the supergrade level, have increased dramatically. In this regard we are optimistic that the flood gates may have closed on 18 January 1981. Barring unforeseen developments, we anticipate a decline in retirements for the next two years - (FY-82 and FY-83).

7s7 William N. Hart

William N. Hart

Attachment:

DDA Annual Personnel Report

Distribution:

Orig. & 1 - Addressee (w/att)
 ① - DDA Subject (w/att)
 1 - DDA Chrono (wo/att)
 1 - WNH Chrono (wo/att)
 1 - CMO Subject (w/att)
 1 - CMO Chrono (wo/att)

DDA/CMO/

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29 JAN 1981

DDA ANNUAL PERSONNEL REPORT

I. ON-DUTY STRENGTHA. On-Duty Strength vs. Ceiling

Until FY-79 there was no appreciable trend in the Administration Career Service On-Duty Strength (ODS) as compared to the number of adjusted positions. The last two fiscal years, however, have witnessed the start of a rather disturbing trend. As can be seen in Figure 1, we were 87 underceiling in FY-79 [REDACTED] This situation worsened by the end of FY-80 [REDACTED] The most critical shortages were in the engineering, telecommunications specialist, and clerical areas. Although post-FY-80 hiring has reduced this shortage to 110 underceiling, we fear that with the present hiring freeze and our increased FY-81 requirements, we will fall further behind. If not corrected very soon, our ability to carry out our mission will be affected adversely.

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B. Affirmative Action

1. An analysis of the composition of our work force during the FY-76 to FY-80 period reveals much progress in the area of affirmative action, especially during the past year. In FY-76 females comprised 23.7% of our work force; in FY-80 this figure had risen to 24.7%, an increase of 4.2%. Minorities accounted for 7.5% of ODS in FY-76 and 10.5% in FY-80, an increase of 40%. These increases occurred despite a 10.1% decrease in ODS over the five-year period.

2. Figures 2 and 3 illustrate the affirmative action trend for female and black professional employees. These charts are divided into three sections: the first displays the annual percentage increase/decrease in female and black professional ODS; the second section shows the trend in total professional ODS; and the final section reveals the percentage of total professional ODS which the particular group comprises. These figures reflect remarkable progress in light of an overall decrease of 7.2% in total professional ODS. (The negative figures for FY-78/79 were caused by the transfer of the Office of Personnel Policy, Planning, and Management to the Executive Career Service.)

3. Completing the analysis of the professional ranks, Hispanic and Asian-American ODS increased by 100%.

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benefits, the curtailing of the "look-back" provision in cost-of-living increases for retirees, and the continuing presence of an upper-level pay cap all must be considered as definite contributing factors.

C. Reassignments-Out of the Career Service (Change of Career Service Designation)

Figure 6 reveals a peak for professional reassignments-out in FY-78, a fall in FY-79, and a gradual increase in FY-80. Technical reassignments-out have remained fairly constant since FY-77 with a slight downward trend presently in evidence. The trend for clericals is rather significant: since FY-78 reassignments-out have increased by 66%. The beginning of this trend coincided with the institution of the Agency-Wide Vacancy Notice System.

III. GAINS

A. Figures 7 and 8 reflect an interesting gain pattern. Figure 7 shows attrition/accession rates for professional, technical, and clerical employees. We have defined attrition as resignations, retirements, and reassignments out of the Career Service; accession consists of entrants-on-duty (EOD's) and reassignments into the Career Service. Professional attrition exceeds accession across the board. In FY-76 the professional attrition rate exceeded accession by 1.9%; in FY-80, by 5.1%. The opposite is true for clericals. Except for a dip in FY-79, the accession rate exceeds the attrition rate - in FY-76 by 6.7% and in FY-80 by 5.2%. One explanation of this phenomenon can be gleaned from Figure 8. Since FY-76 we have gained professionals from the ranks of clericals and technicals at the rate of 6.6% per annum in FY-76 to 7.7% in FY-80.

B. The broken line in Figure 8 represents a statistically insignificant increase in the number of conversions. This increase was the result of concerted efforts to change the occupational titles of professional employees who were assigned clerical occupational titles. Although not significant as far as true conversions were concerned, this exercise had a definite impact on reducing the gap between professional, technical, and clerical attritions and accessions. (Note the narrowing of the gaps in Figure 7 from FY-78 to FY-80.)

IV. CONVERSIONS/UPWARD MOBILITY

As mentioned above, Figure 8 reveals an upward trend in the relative number of conversions to professional status. The following table reflects the affirmative action impact of these conversions as well as conversions from clerical to technical.

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	I*	II**	III***
	FY-76	FY-80	
Clerical to Technical			+75.0%
Females	25.0%	45.7%	+82.8%
Minorities	0 %	14.3%	+1,430.0%
Clerical to Professional			+36.9%
Females	30.8%	54.0%	+75.3%
Minorities	4.6%	10.1%	+119.6%
Technical to Professional			-14.4%
Females	2.2%	2.6%	+18.2%
Minorities	3.3%	7.8%	+136.4%

*Percentage of total conversions

**Percentage increase or decrease from FY-76 to FY-80

***Percentage increase or decrease of total conversions from FY-76 to FY-80

The following figures attest to the fact that we have exceeded our FY-80 goals for conversions to professional status. We anticipate meeting or exceeding our FY-81 goals.

	FY-80 GOAL	FY-80 ACHIEVEMENT	FY-81 GOAL
Females			
Minorities			

25X

V. HIRING

A. The number of female EOD's has virtually doubled over the five-year period. Blacks have increased by 40%, Hispanics by 83%, and Asian-Americans by 200%. These increases took place while total Career Service EOD's increased by 44%. Focusing on professionals reveals even more progress in terms of affirmative action:

Females = +211%
 Blacks = +140%
 Hispanics = +100%
 Asian-Americans = +200%

These increases must be viewed in the context of an overall increase in professional EOD's of only 46%.

B. Unfortunately, we have not been as successful as we had hoped in recruiting minority engineers. They are much in demand both in the private and public sectors; our salary and benefits are no match for what can be realized in private industry in spite of a recessive economy.

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VI PROMOTIONS

A. In FY-76 the Career Service promoted 26% of its employees; in FY-80, 36%. This change reflects a healthy increase of 38%. The following figures address the impact of promotions on affirmative action:

	<u>Percentage of Total Promotions</u>		<u>Percentage Increase/Decrease</u>
	<u>FY-76</u>	<u>FY-80</u>	
Females	34.3%	33.1%	-3.5%
Minorities	10.7%	11.2%	+4.7%

Although overall female promotions decreased, female professional promotions increased by 62.2%. Figures 9 and 10 isolate female and black professional promotions. These charts present a year-by-year comparison of the changes in female and black professional promotions, the change in total professional promotions, and the percentage breakdown of promotions for each fiscal year.

B. In relation to ODS, we have exceeded our affirmative action promotion goals for FY-80 as follows:

	<u>FY-80 Goals</u>	<u>FY-80 Achievements</u>	<u>Percentage Increase/Decrease</u>
OVERALL	24.1%	35.8%	+48.5%
PROFESSIONAL			
Females	5.5%	6.9%	+25.5%
Minorities	2.3%	2.5%	+ 8.7%
TECHNICALS			
Females	2.2%	2.9%	+31.8%
Minorities	2.0%	2.7%	+35.0%

C. We anticipate meeting or exceeding our FY-81 overall and affirmative action promotion goals.

VII. PERSONAL RANK ASSIGNMENTS

A. Throughout the years, we have used the Personal Rank Assignment (PRA) as an effective tool to facilitate a viable system of competitive promotions. To ensure effective control over the number of PRA's, they are continually monitored by means of a monthly computer-generated Office of Personnel Policy, Planning, and Management report. This report is reviewed at the career subgroup as well as the career service level.

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B. We have discovered two minor PRA trends. Total PRA's have increased by 2% throughout the past five years, from 4.9% of ODS in FY-76 to 5% of ODS in FY-80. We do not consider this trend to be necessarily undesirable. If we are to continue to adhere to the Agency's rank-in-person concept, PRA's are a necessary element to ensure merit-based competitive promotions. Generally speaking, PRA's become undesirable when they extend beyond two years. Along these lines, during the same five-year period PRA's in excess of two years have decreased by 1.7% (from 6% of ODS in FY-76 to 5.9% in FY-80). Of late, there has been a concerted effort to significantly reduce this latter category of PRA. I have personally reviewed all PRA's in excess of two years and have instructed the Office Directors to resolve them within the next year. Exceptions will be based on the most extenuating of circumstances.

VIII. PROFESSIONAL AND TECHNICAL COUNSELING CASES

Our FY-80 professional and technical counseling case figures are contained in Figure 11. A five-year comparison reveals that the total number of such cases has been reduced from in FY-76 to in FY-80. The most impressive trend is in the "No Action" category. In FY-76 there were cases in this category; in FY-80 only 3.

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25X
25X

IX. SENIOR OFFICER DEVELOPMENT PROGRAM

A. Figure 12 contains the required information concerning our Senior Officer Development Program (SODP).

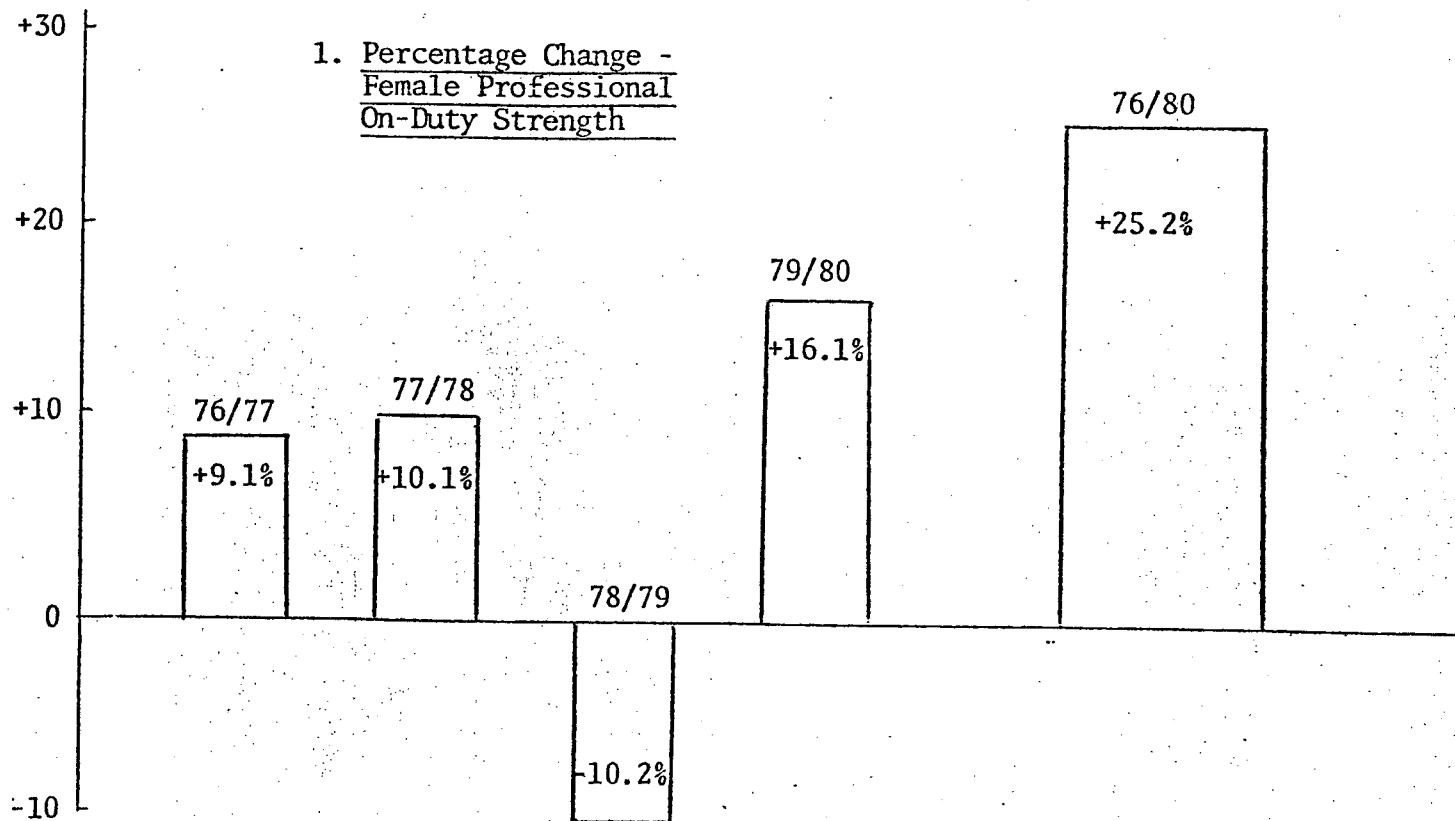
B. The most significant affirmative action trend in the SODP has been in the GS-13 to GS-15 group. FY-76 - FY-80 comparisons reveal that females have increased by 64.9%, blacks by 38.5%, Hispanics by 160%, and Asian-Americans by 70%.

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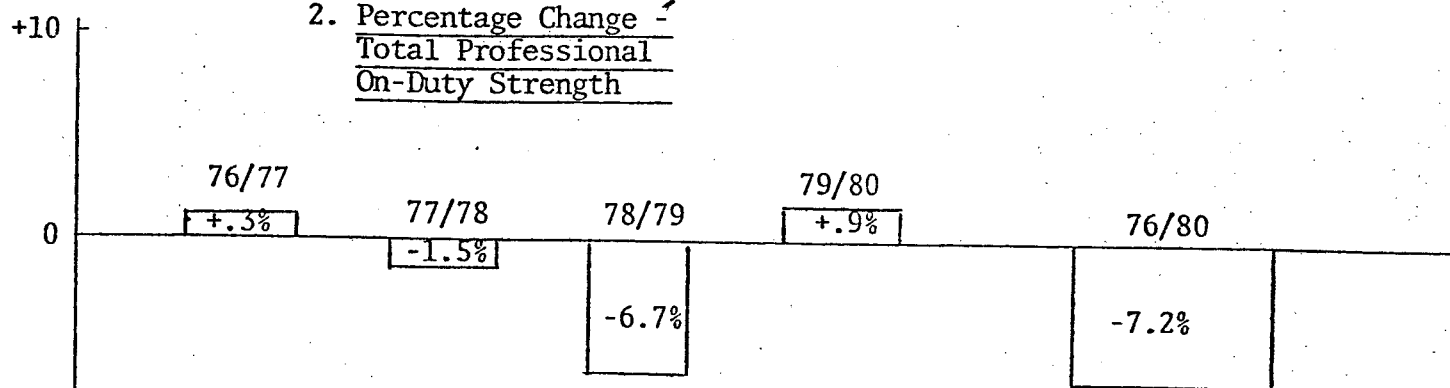
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**PERCENTAGE CHANGE BY FISCAL YEAR:
FEMALE PROFESSIONAL ON-DUTY STRENGTH
VS. TOTAL PROFESSIONAL ON-DUTY STRENGTH**

**1. Percentage Change -
Female Professional
On-Duty Strength**



**2. Percentage Change -
Total Professional
On-Duty Strength**

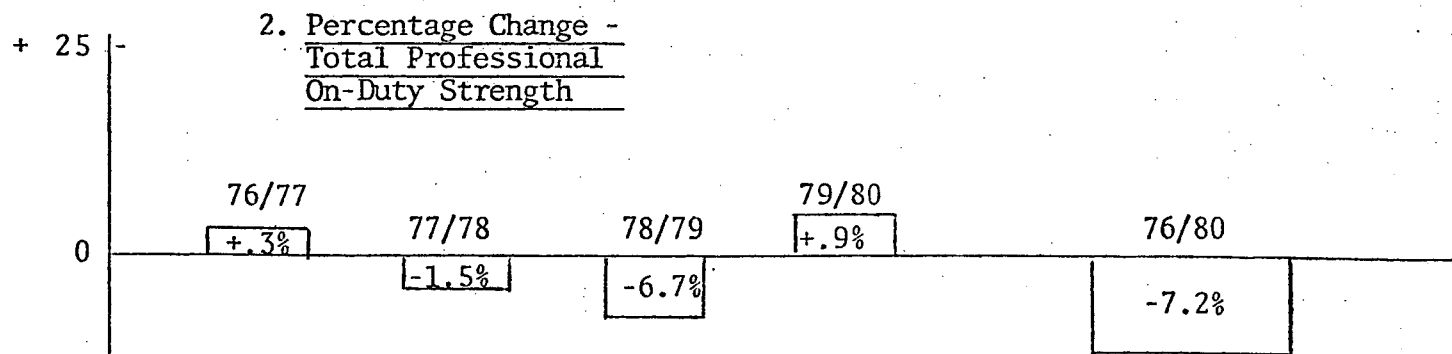
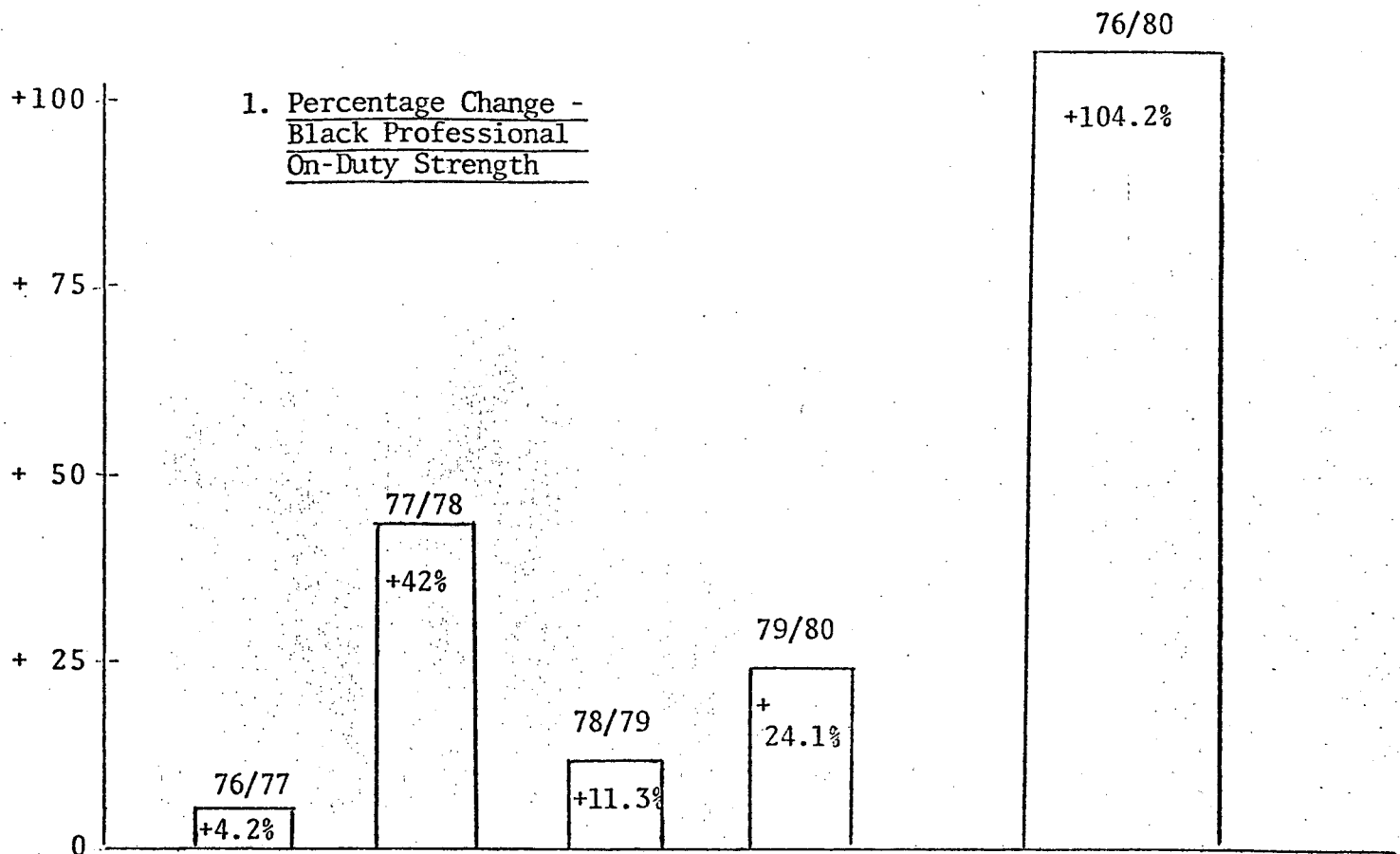


**3. Female Professional On-Duty Strength as Percentage
of Total Professional On-Duty Strength**

FY-76 = 10.9%	FY-77 = 11.8%
FY-78 = 13.2%	FY-79 = 12.7%
FY-80 = 14.7%	

FIGURE 2

BLACK PROFESSIONAL ON-DUTY STRENGTH
VS. TOTAL PROFESSIONAL ON-DUTY STRENGTH



3. Black Professional On-Duty Strength as Percentage of
Total Professional On-Duty Strength

FY-76 = 2.1%	FY-77 = 2.1%
FY-78 = 3.1%	FY-79 = 3.7%
FY-80 = 4.5%	

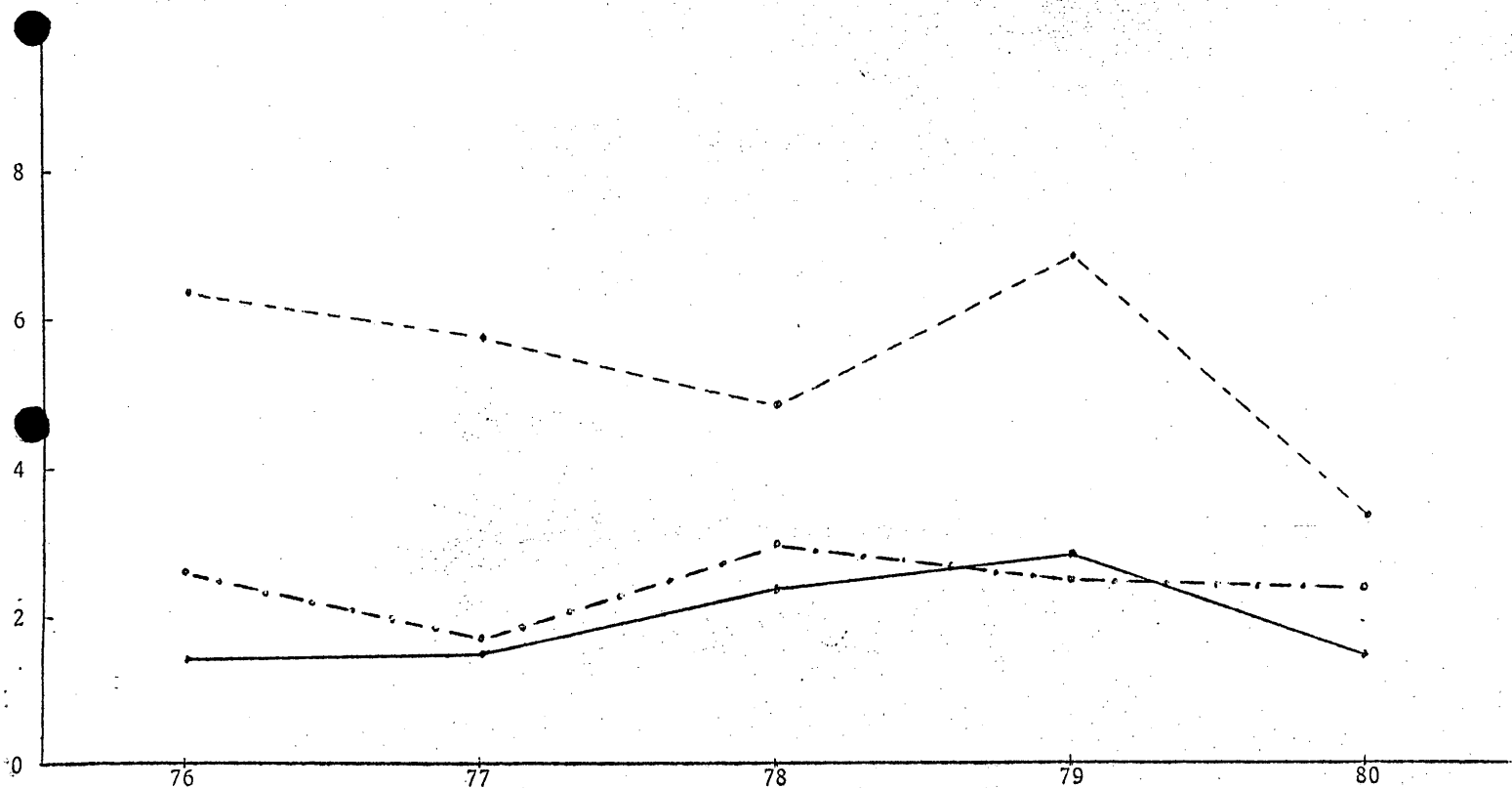
FIGURE 3.

RESIGNATIONS AS PERCENTAGE
OF ON-DUTY STRENGTH

PROFESSIONALS

TECHNICALS

CLERICALS

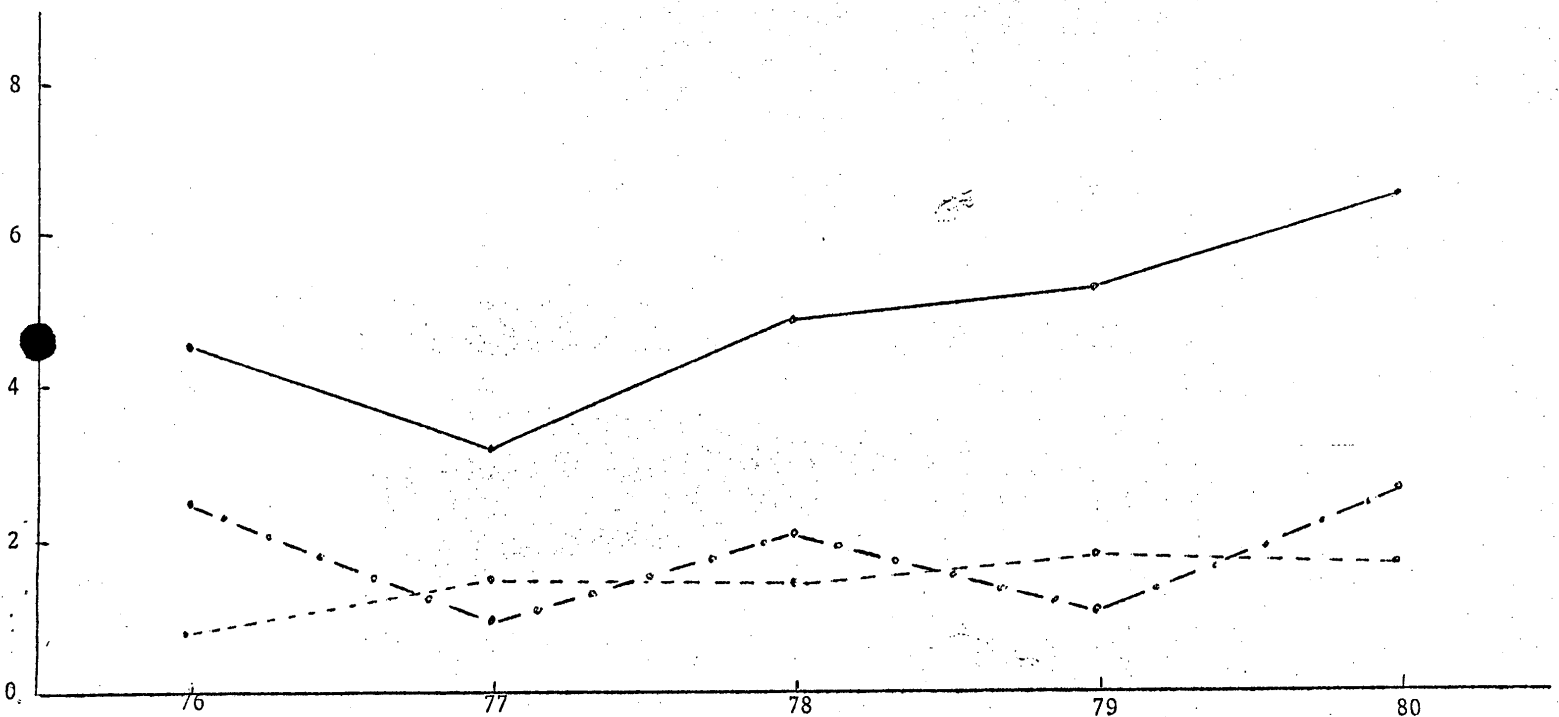
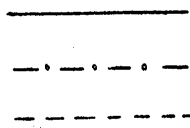


RETIREMENTS AS PERCENTAGE
OF ON-DUTY STRENGTH

PROFESSIONALS

TECHNICALS

CLERICALS



REASSIGNMENTS-OUT AS PERCENTAGE
OF ON-DUTY STRENGTH

PROFESSIONALS
TECHNICALS
CLERICALS

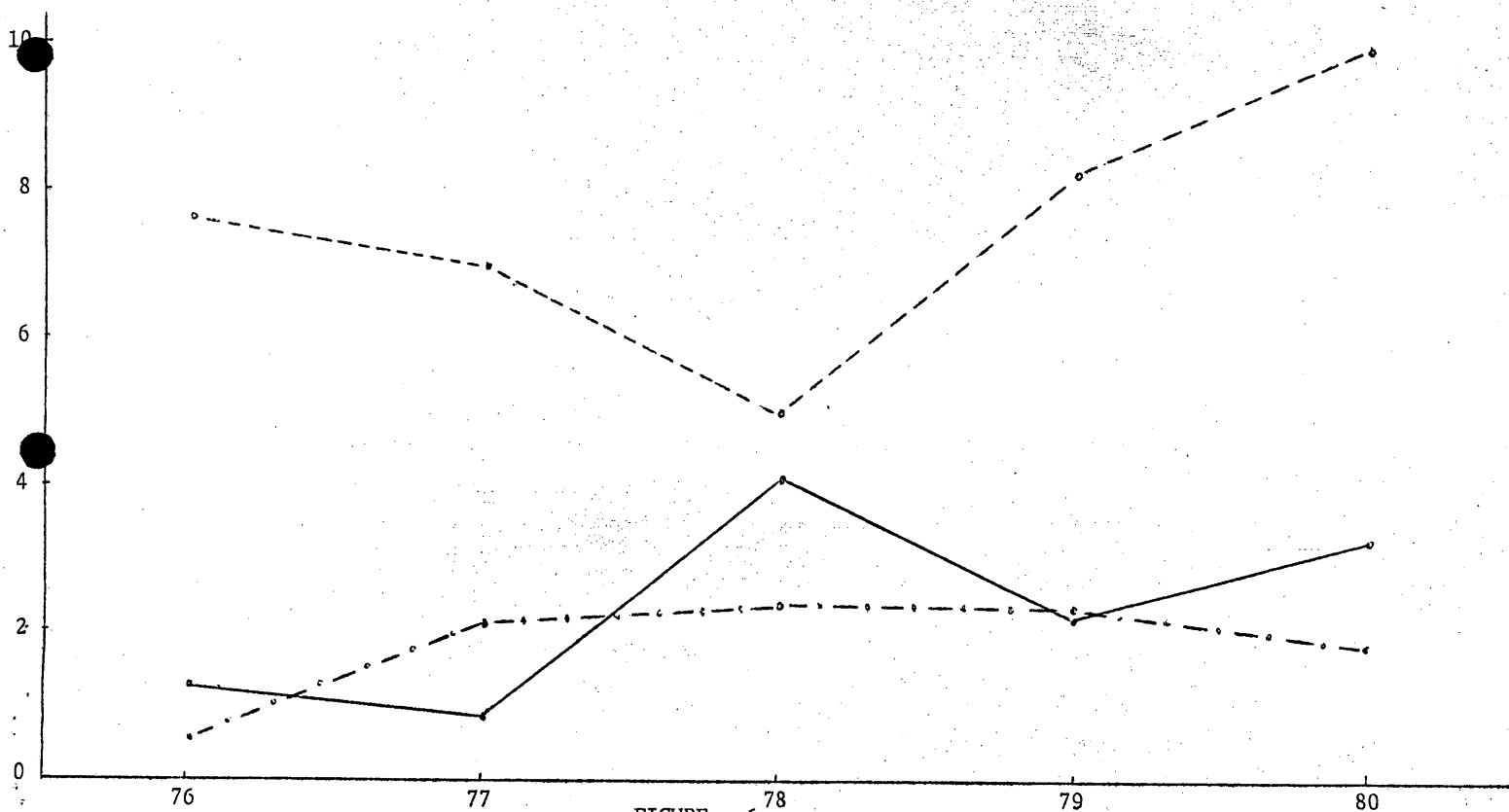
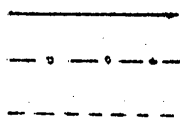
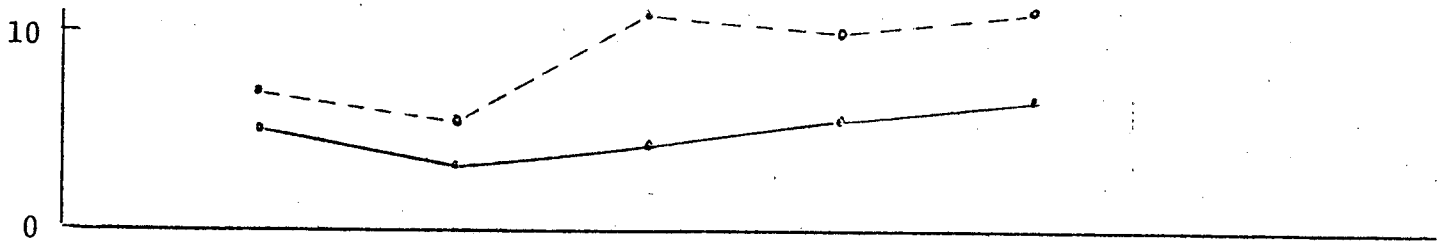


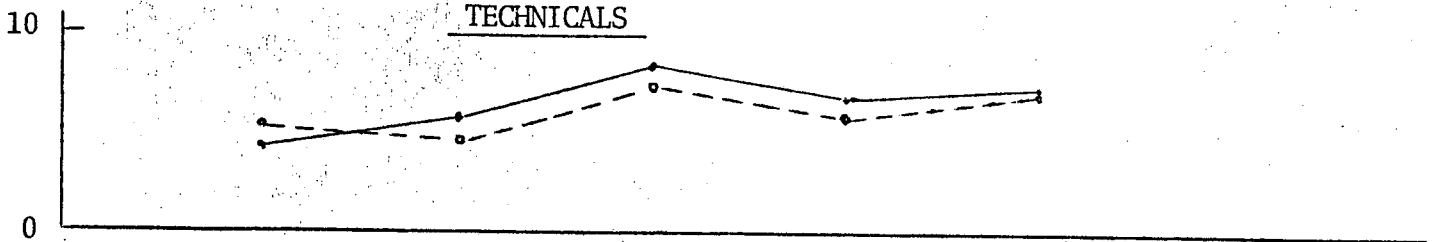
FIGURE 6

ATTRITION - - - -
ACCESSION ————

PROFESSIONALS



TECHNICALS



CLERICALS

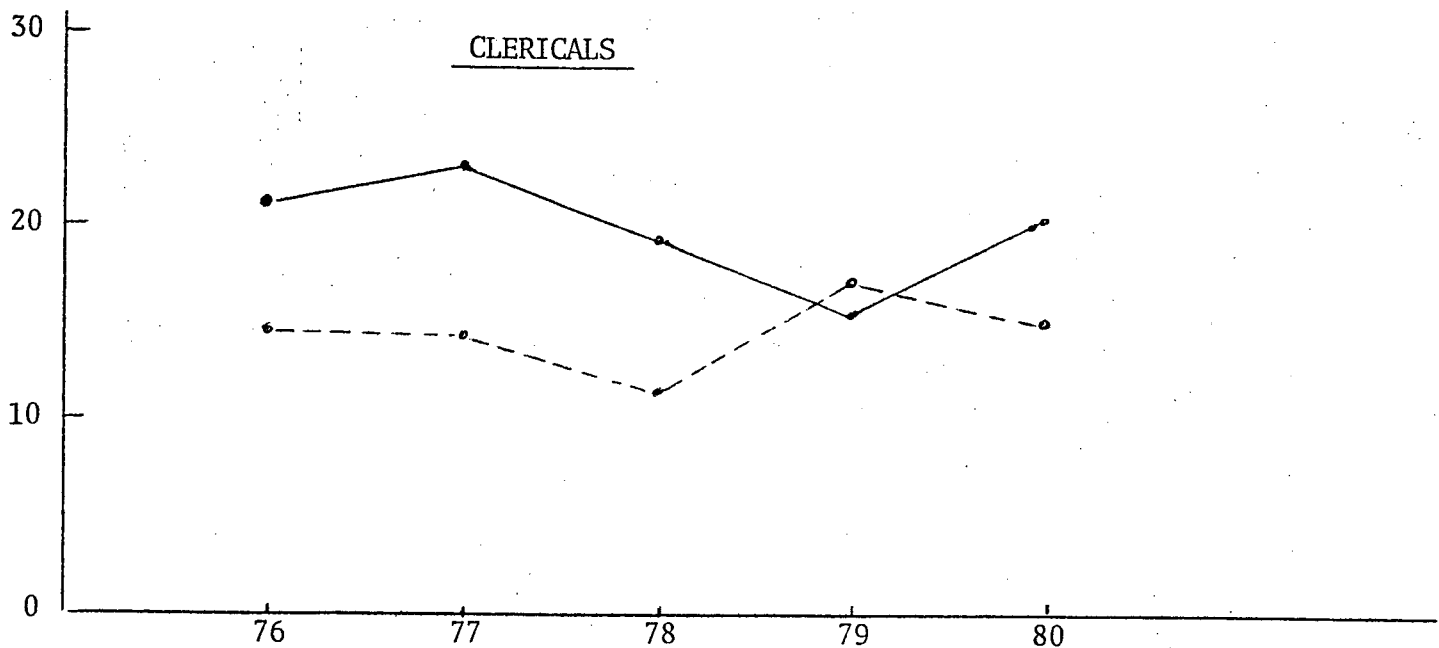


FIGURE 7

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CONVERSION OF CLERICALS/TECHNICALS
TO PROFESSIONALS STATED AS PERCENTAGE
OF PROFESSIONAL ON-DUTY STRENGTH

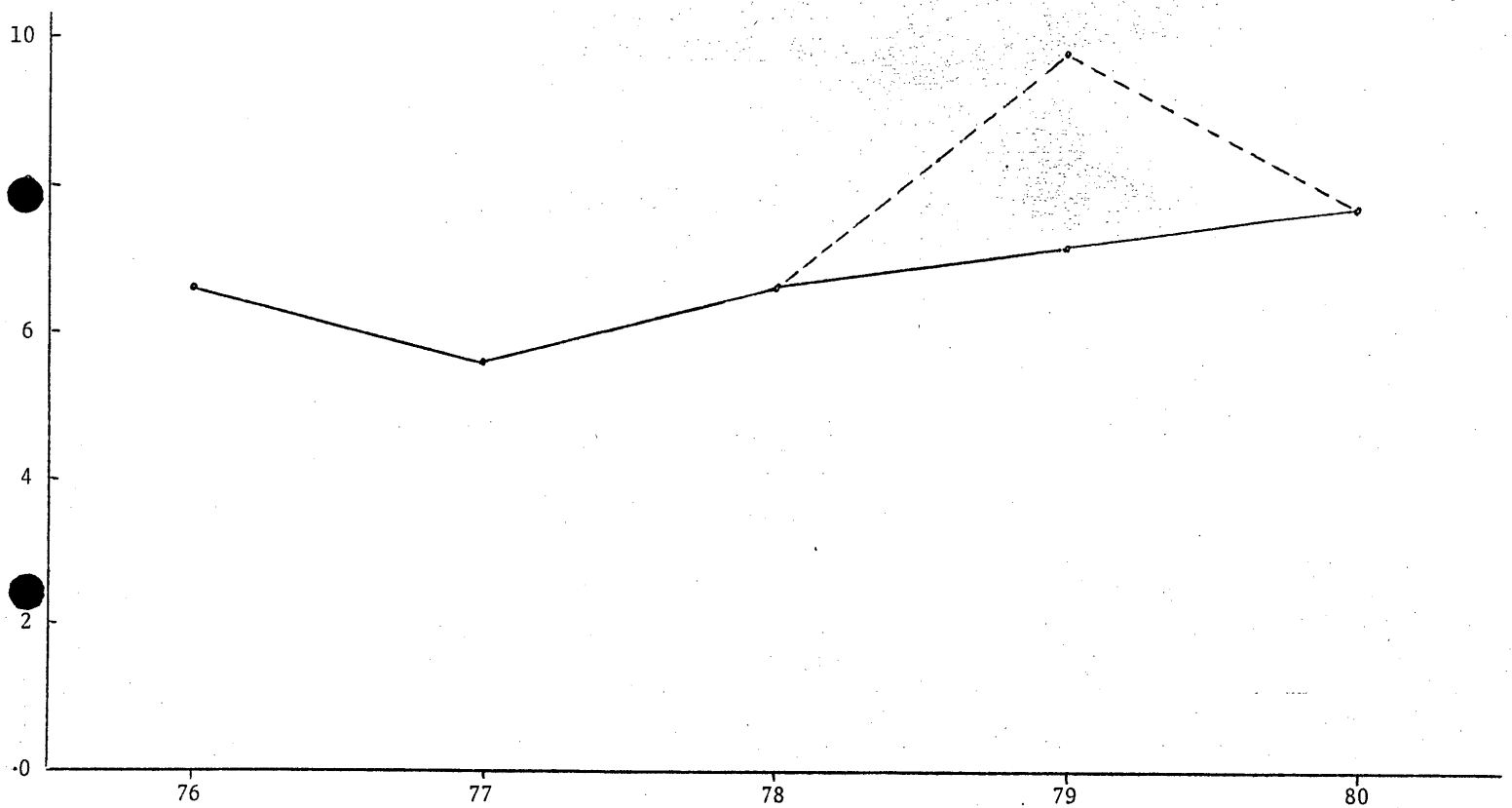
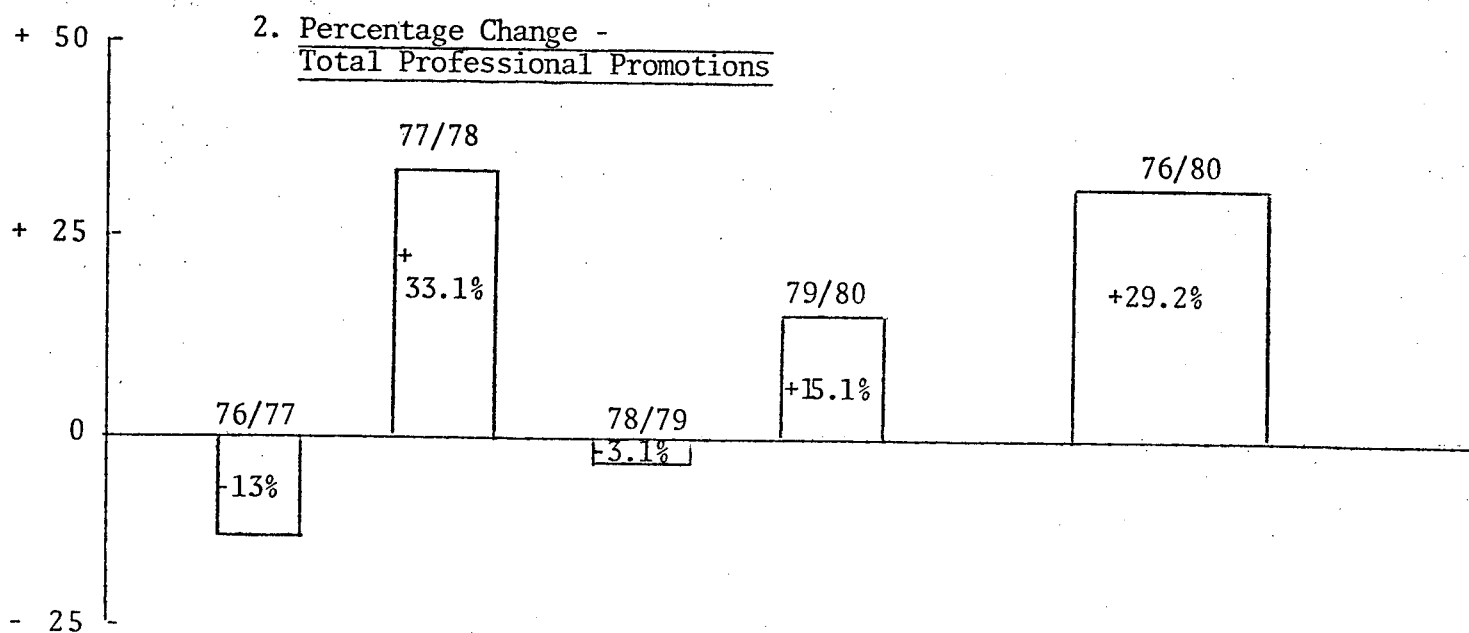
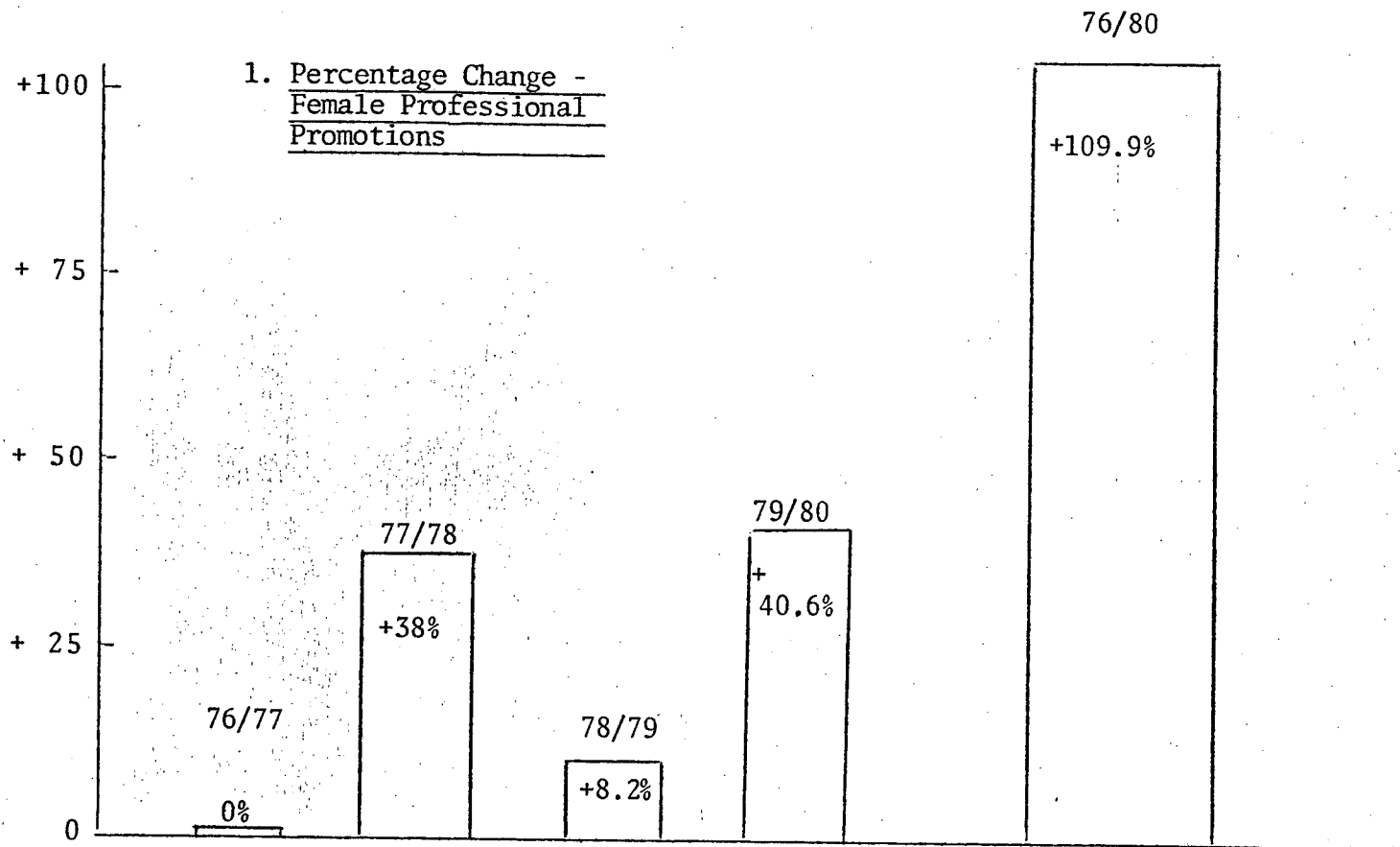


FIGURE 8

PERCENTAGE CHANGE BY FISCAL YEAR:
FEMALE PROFESSIONAL PROMOTIONS VS.
TOTAL PROFESSIONAL PROMOTIONS



3. Female Professional Promotions as Percentage of Total Professional Promotions

FY-76 = 14.3%

FY-77 = 16.4%

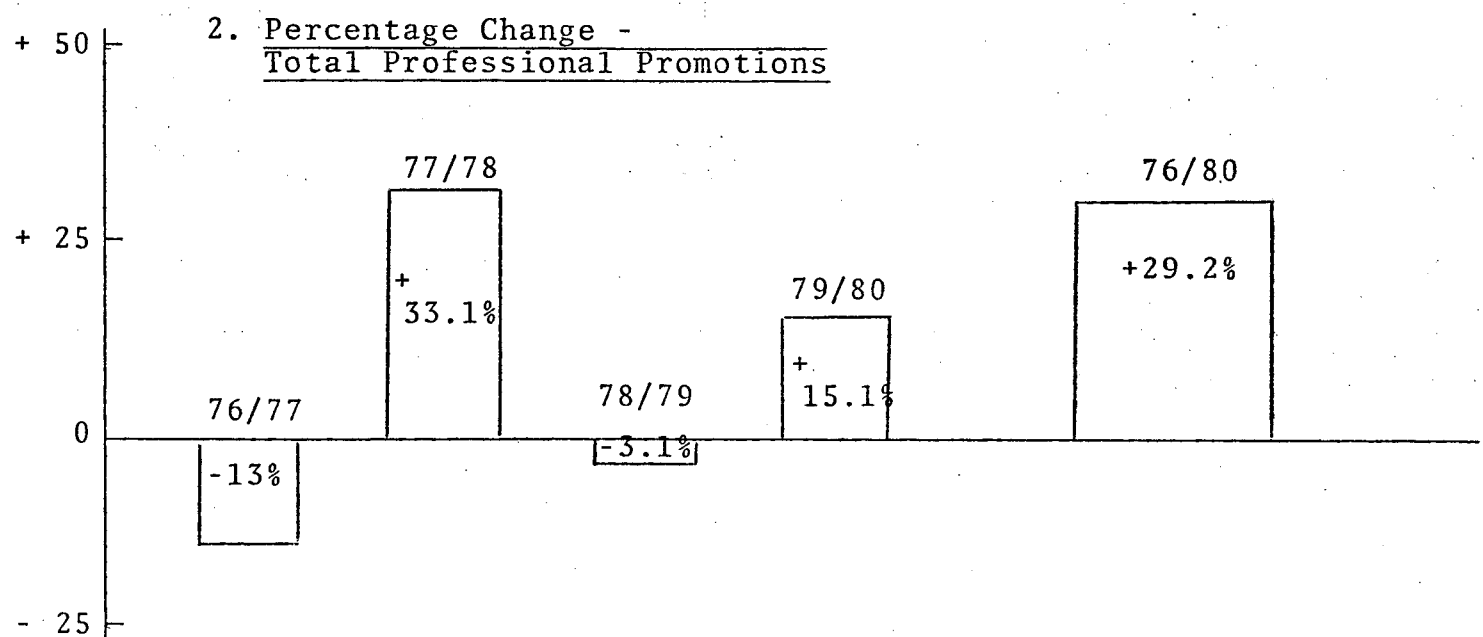
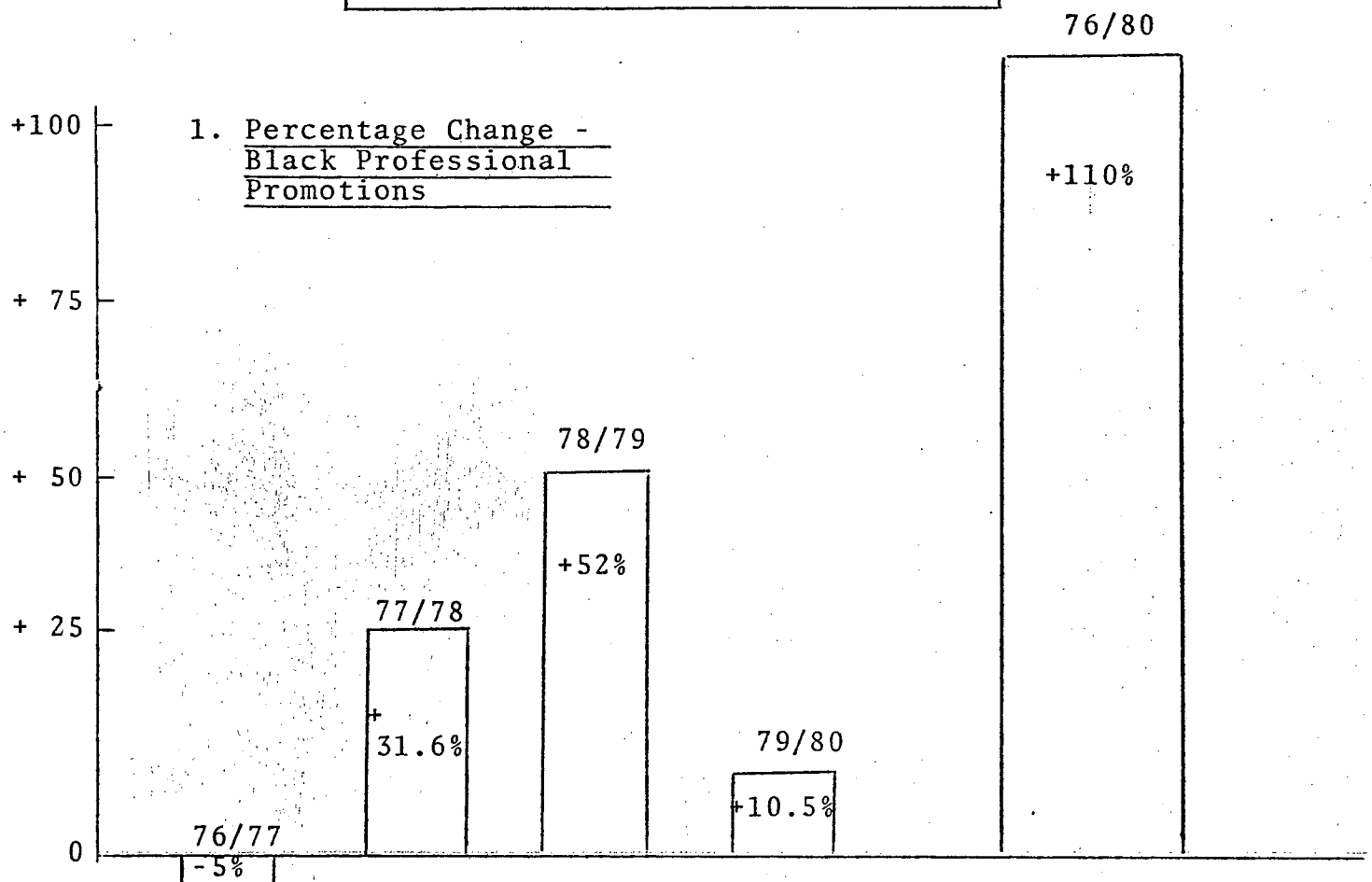
FY-78 = 17%

FY-79 = 19%

FY-80 = 23.2%

FIGURE 9

PERCENTAGE CHANGE BY FISCAL YEAR:
BLACK PROFESSIONAL PROMOTIONS VS.
TOTAL PROFESSIONAL PROMOTIONS



3. Black Professional Promotions as Percentage of Total Professional Promotions

FY-76 = 4%	FY-77 = 4.4%	FY-78 = 4.3%
FY-79 = 6.8%	FY-80 = 6.6%	

FIGURE 10

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